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## NEXT BIG THINGS

The future of  
advertising  
considered

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**ON THE COVER** Since there are so many visions and versions of what constitutes the Next Big Thing in adland, *strategy* invited industry execs with different perspectives to share their POV on what's most important now. Unsurprisingly, there was no consensus, however, the impact of digital, specifically social media and the new role of consumers within this realm, informed many Next Big Thing selections. As the traditional relationship boundaries between brands and their audience continue to blur – culminating in people as the new media – the cover image plays on this theme, and how digital is transforming the role of marketers and consumers.



## Next big thingness

Agencies and marketing departments like to keep up on the shiny new theories, tech and toys that sweep through the biz. Pound for pound, there's a much higher trend quotient to sort through than most industries. Some blow right past, some glean lingering buzz, while a rare few seriously reshape how things get done. The million dollar question is: what do I need to take seriously?

The list of things the industry has been all atwitter over can be seen on past Cannes agendas, as that's where all the latest theories debut, such as this year's 6.5 Seconds That Matter session by Drafftcb. Back when Draft and FCB merged, Jonathan Harries, vice chair and global CCO, said they started realizing the benefits of applying analytics to creativity. One thing they discovered along the way is that consumers give you 6.5 seconds to get to engagement, so focus the brief on one thing. Harries explained that as we move from communication to conversation, media becomes a reaction time element and planning becomes more critical.

When asked to predict the next big thing set to change the biz, Harries said a common pitfall is to look at technology as the element that makes something creative. "It's still the idea," he said. "We get so entrenched in technology changing the world – it's not a channel, we just expect everything online and if it's not online in two seconds we're annoyed." He concluded that in the realm of divining the way forward, "everyone has an answer – I don't think anyone has the question."

Amid all the latest ad theories being trotted out in Cannes, Andrew Robertson, BBDO worldwide president/CEO, said he was always a little frightened by positing on the next big thing. "In 2004 we were talking about MySpace, nobody knew Facebook would happen."

Robertson's non-techy focus is to "rediscover the magic of TV"; second up is "learn to dream in digital," as he explains "it's not a medium or a platform, it's a language," and, finally, "to segment audiences as little as you have to, not as much as you can." As per Robertson, "as long as you focus on the things that don't change, you can be flexible enough to do what needs doing." He also added, "It's not about systems, it's about people. Everything else varies from year to year."

Many of our pundits this issue agree – from Sid Lee's Eva Van Den Bulcke in the Next Big Things feature, to our Forum columnist Aldo Cundari, who along with Sharon MacLeod, describes talent as a key attribute of the agency of the future.

Campbell's Mark Childs believes addressing diversity is a next big thing, while Summerhill's Ian Morton sees a greener future for marketing. Deep human insight was at the core of many Next Big Things, along with our cover theme – digital blurring the boundaries between brand and consumer – which Virgin's Nathan Rosenberg describes as "the complete shift from marketing to people to marketing with people."

Many Next Big Things, at their core, hark back to nuggets one might find in *Ogilvy on Advertising*. We like the odds on those ones.

Ogilvy introduced his famous tome by saying that back in 1949 when he set up shop, he expected advertising to undergo several major changes before he retired, but only really saw one – TV. He went on to say the other changes were "exaggerated by pundits in search of trendy labels" and that many were not really new. As per Ogilvy, "Consumers still buy products whose advertising promises them value for money, beauty, nutrition, relief from suffering, social status and so on on. All over the world. In saying this, I run the risk of being denounced by the idiots who hold that any advertising technique which has been in use for more than two years is ipso facto obsolete."

So we entered this space with trepidation, but believe that our pundits have identified ideas and issues that are worth your attention. Some are immediate concerns, others have longer ramifications. We'd like to thank all our contributors for rolling up their sleeves and thinking deep original thoughts for the industry's benefit (and avoiding as much buzz and jargon as humanly possible in advertising), and hope you find some nuggets to chew on.

Cheers, mm

Mary Maddever, exec editor, *strategy*, *Media in Canada* and *stimulant*

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## CADBURY PAINTS FAIR TRADE PICTURE

What can be considered a fair trade for a trip to Africa? Jeremy D. would donate his laptop to a school in need, while Lauren Z. would spend a day at a women's shelter giving manicures.

To celebrate its announcement that Dairy Milk chocolate is now fair trade certified, Cadbury unveiled an online

and OOH campaign in August that asks consumers what they think is a fair trade for a trip for four to Africa. The top 20 most popular trade offers (as decided by DairyMilk.ca visitors) will be entered in a draw to win the trip, with the winner required to complete his or her trade.

With ad creative, social media and online elements developed by The Hive and media buying by Cossette (both in Toronto), the national "See the Big Fair Trade Picture" campaign promises to educate consumers about 10 elements of fair trade. Billboards showing puzzle pieces with mural-style art drive home different points – for instance, one states that "providing cleaner water is just a piece" of the big picture. The billboards drive to DairyMilk.ca and the contest is also promoted on Facebook and Twitter. The first phase of the campaign wraps up Oct. 1. **MK**

## THE CBCF CREATES LOVE CHAIN

Just like '70s R&B group the O'Jays, the Canadian Breast Cancer Foundation wants people all over the world to join hands.

However, the foundation doesn't want to start a love train. Instead, it wants to virtually create the world's longest handholding chain in order to raise awareness about breast cancer, and drive fundraising efforts and registration for the annual Canadian Breast Cancer Foundation CIBC Run for the Cure on Oct. 3.



The national campaign, developed by Toronto-based Cundari, is centred online at Handhold.CBCF.org, which went live at the beginning of August. It features photos of people worldwide with their arms outstretched to form the chain. Pictures can be uploaded, or taken using a webcam, and people can include their name, city and share who they're running for.

"The idea came about as we challenged our creative teams to build awareness in a fresh and relevant way," says Brent Choi, CCO, Cundari. "We know that millions of Canadians are connected by breast cancer and this was a great way to bring this thought to life virtually." Cundari is connected to the cause through its media director, Anne Wood, who was recently diagnosed with breast cancer and is undergoing treatment. **JP**

## GARNIER TOASTS MEN'S HAIRCARE

In its biggest product launch since the 2001 debut of Garnier Fructis in Canada, the L'Oreal brand is launching a new line of anti-dandruff haircare products targeted at Canadian men.

With TV and OOH creative by Publicis in Montreal, online

creative by Sid Lee in Montreal and media by ZenithOptimedia, the idea was to "sell a shampoo like we would a beer," says Samuel Bussieres, group product manager, Garnier Hair Care.

TV features a man cracking open a bottle of Garnier and then pouring it on his head in the shower, mimicking the sights and sounds of a traditional beer ad.



The spots are airing on sports specialty channels, including TSN, Sportsnet and RDS, from September to January. TV will also include sponsorships on TSN's *That's Hockey* and CBC's *Hockey Night in Canada*.

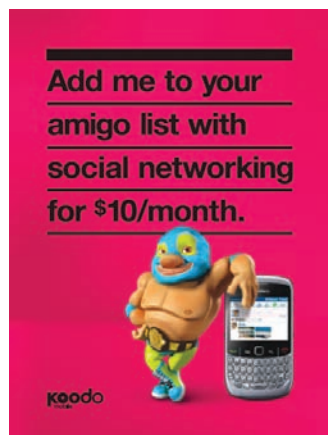
Online, the "Brewed for Men Only" theme continues with a video to be distributed via social media, which shows 10 different ways to "Crack open a fresh one" (meaning shampoo) and invites people to submit their "crack open" videos. An interactive game within leaderboard and big-box ads will run on websites frequented by guys.

In addition to drumming up awareness, another goal of the campaign was to get the product into the hands of Canadians to experience for themselves, Bussieres says. A partnership with Good Life Fitness in Toronto, Nautilus Plus in Montreal and Fitness One in Vancouver will see Garnier Fructis Anti-Dandruff Shampoo placed in the gyms' shower shampoo dispensers, accompanied by indoor posters, samples at front desks and branded shower curtains. Products will also be handed out at sports events in November at the Air Canada Centre in Toronto and the Bell Centre in Montreal.

The launch campaign will push on through Christmas (ending Jan. 3) with a sponsorship of the World Junior Hockey Championships in Buffalo, NY. **KB**

# KOODO RINGS BELL FOR LAST MASK STANDING

BY MELITA KUBURAS, WITH FILES FROM EMILY WEXLER



Four people will have to wear a luchador wrestling mask while showering, eating and competing in endurance challenges for the chance to win a trip to Mexico.

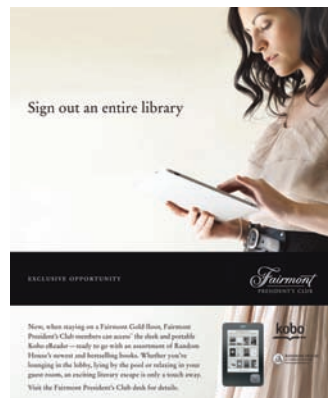
The Last Mask Standing competition, a partnership between Koodo, MuchMusic and Musiqueplus, will choose four finalists to compete at the music channel's headquarters. The competition will be filmed on Sept. 11 and 12, and used in the form of 90-second spots.

Viewers can participate too – commercials on MuchMusic and online will ask consumers to vote for the individual they think will win for a chance to nab their own Mexico trip and \$1,000 in spending money.

The aim is to pull focus on Koodo during the back-to-school period, says Lance Martin, executive creative director at Taxi 2, which developed the campaign. "It's an important marketing period for all mobile companies when people are making that decision on what phone to bring back to school," he says.

New TV spots that debuted last month feature the El Tabador character interacting with students in a dorm room after a party, and in a library. Print ads launched this summer touted deals on Koodo's mobile social networking packages, coinciding with the offering of the new BlackBerry curve and INQ 3G smartphone. All media was handled by Media Experts.

# FAIRMONT OPENS UP TO E-BOOKS



Fairmont Hotels is becoming known for partnerships with brands like BMW, Adidas and Cirque du Soleil, and now they can add Random House and the Kobo eReader to the list. Members of the Fairmont President's Club (FPC) who stay on Fairmont Gold (a private luxury floor of the hotel) are now provided with an eReader stocked with Random House titles, and receive a \$2-off offer on RH e-books when they return it. The program is running at 10 hotels in North America, and will be expanded if successful.

Fairmont is promoting the partnership with collateral material including check-in slips, posters throughout the hotels, ads in *Fairmont* magazine and in all FPC communications. (All creative done in-house.)

The Random House partnership also extends to author events, such as a recent meet and greet with *Life of Pi* author Yann Martel at the Royal York in Toronto. Only FPC members are invited to these events as a perk, which gets them to visit the hotels even when they're not staying there, explains Alexandra Blum, executive director, brand development and partnerships at Fairmont.

A partnership between a publisher and a hotel chain may not seem like an obvious connection, but as Blum explains, it makes perfect sense for their target. "The research that we have done around passion communities has been invaluable," she says, noting that it reinforced what they already believed about the interests of their affluent target group. "Health and wellness, food and wine, arts, culture, literature – these are all incredibly important."

And, she says, stay tuned for more big partnership announcements in the coming months. **EW**

"sell a shampoo like we would a beer"

# Brilliant!

## IKEA'S CATALOGUE ESCAPES THE PAGE

BY KATIE BAILEY



Ikea is putting a modern twist on a very traditional medium with "Capture the Page," a national campaign to promote the release of its 2011 catalogue.

The campaign offers consumers the chance to win a \$10,000 Ikea gift card by "capturing" a page from the Ikea catalogue. Entries can be earned several ways: by visiting Capturethepage.ca and "grabbing" an image of the catalogue, taking a photo of an OOH ad and uploading it to the site, taking a picture of a page from the catalogue and uploading it, clicking on an online ad, or by finding a badge on Ikea.ca and clicking on it. Additional entries can be gained by sharing on Facebook.

"The catalogue is such an important medium for Ikea; every year we want to launch it the best way possible," says Hilary Lloyd, deputy marketing manager, Ikea Canada. "We thought that an engaging campaign like this, which incorporates a contest and quite literally brings pages of the catalogue to people, was a smart and unique way to get people excited about it."

"Capture the Page" is running in all major markets in which Ikea Canada has stores. TV spots, billboards, TSAs and on-transit media can be seen in selected markets. And in Toronto, there's a Union Station domination, print in *Metro* newspapers and online display advertising. The campaign will run the length of the contest, which ends Sept. 5.

Creative was handled by the Toronto office of CP+B, which merged with Ikea's former AOR, Zig, earlier this year. Media was handled by Jungle Media in Toronto.

## JAMES READY DOLES OUT FREEBIES



To save money for suds, all beer drinkers have to do in James Ready's latest scheme is be at the right place at the right time.

Developed by Leo Burnett in Toronto, the campaign is seeing the beerco set up billboards (no surprise there) this month near beer stores in Ontario university/college markets, including Peterborough, St. Catharines, Hamilton, Kitchener and Waterloo and London. They're promoting money-saving events like free haircuts, free "professional" portraits and free (clean) underwear.

Luckily, James Ready is making it very easy for its fans to show up. The billboards include a date, an arrow that points to a spot directly below, and a phrase like, "Free haircuts to help you save money."

"It's an extension of what we've been doing, which is engaging our loyal drinkers in finding ways to save them money, but also, it's not a giveaway, it's something that involves their participation," says Judy John, CCO, Leo Burnett. "We don't give out free T-shirts because that's what other beers do. We find our own spin."

Radio, hitting the airwaves midway through the month, will support the events, which will take place at the end of September and early October. This latest James Ready effort follows a line of extremely successful participatory, money-saving campaigns. Previously, billboards were used as giant coupons that people could snap pics of and then redeem at local businesses. **JP**



## FUTURE SHOP GETS EXCITED

In the wake of last year's tough economic climate, Future Shop set out to not only examine what brings people into its stores, but also what makes them keen to do so when so many other things are competing for their disposable income.

What they discovered – through quantitative and qualitative research – is that people like being in the store itself, taking advantage of its hands-on product retailing strategy and daydreaming about owning the latest and greatest gadgets. Out of that research, a new brand strategy was born.

"Exciting Stuff" launched in mid-August, with TV spots that blend live action and animation, as well as radio, print, cinema, online and social media in both English and French. On a back-to-school specific microsite called Project.img.nation, visitors are urged (by way of a contest incentive with weekly prizes) to contribute to a "community art project" by digitally copying an image "tile" from the site, with their work adding to a mystery digital mural. The entire mural image will not be revealed until the contest closes Sept. 9.

"The brand positioning is all about imagination and possibilities," says Nikki Hellyer, director of marketing, Future Shop. "So we brought that to life through illustrations [via the social media contest] and then on TV through the animated world."

Creative was handled by Cossette, social media by Rocket XL and media by Media Experts, all in Toronto. The campaign was launched to coincide with the back-to-school season, but the "Exciting Stuff" theme will continue on indefinitely. **KB**

## SCOUTS GO BACK TO NATURE



Kids learn a lot online these days, but there are some things that just can't be googled. That's where Scouts Canada comes in.

A new five-year national campaign rolls out this month, helmed by St. John's-based Target (which won its Scouting AOR badge this spring). The ads illustrate the discoveries kids can make and the adventures they can have by simply getting outside and getting a little dirty.

"The strategy is really about showing kids and parents how relevant Scouts is in today's society," says Jenny Smith, creative group head, Target. "It's about getting back to the important things in life: nature, the outdoors, healthy living, having tangible adventures, and the positive influences these experiences can have on a boy or girl now and later on in life."

The first round of creative includes posters, postcards and flyers targeted to schools and community organizations across the country that bring to mind the kinds of wonder-filled exploits kids can have Scouting. Taglines such as "Try finding this on a search engine" complement images of a lone tent set against a wilderness backdrop. Underneath the Scouts Canada logo is the simple statement: "It starts with Scouts."

Though initially targeting parents, Smith says the plan is to meet kids on their playing field with a digital push. **JP**



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# Mother's little helper

Offering everything from recipes to webisodes about parenting, brand-led online communities provide a stickier way to befriend busy moms in the social media sphere

BY MELINDA MATTOS

There was a time when having a basic brand website, along with a smattering of banner ads elsewhere, was considered enough of an online strategy to attract the lucrative mom market. That time is long gone, but marketers' online learning curve has just begun.

"Even though we think we've all marketed to moms forever, there's still so much to learn [in order] to do it well," says Jill Nykoliation, president, Juniper Park. Her agency has done extensive research into how women think, shop and make purchasing decisions.

In order to build a lasting relationship with moms, and to create web properties sticky enough to encourage repeat visits, many marketers are building their own online communities, complete with brand-created original content. Pampers has its Pampers Village parenting site, which features webisodes, parenting tips and community forums, while General Mills and Kraft Canada have handy recipe sites geared toward busy moms.

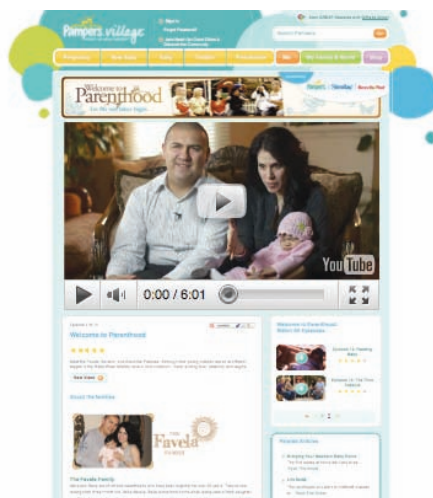
So, what are moms looking for online? And how do online communities provide it?

## Moms want understanding

From patching up skinned knees to maintaining family harmony, moms are problem solvers. With that in mind, it's no surprise that Nykoliation says the key to reaching them is understanding what challenges they're facing and then helping to solve them.

"You really have to understand what motivates her and show her how you provide a solution," she says.

The Pampers Village website at Pampers.ca



This summer, Pampers launched a web series called *Welcome to Parenthood* in the hope of bringing more traffic to its online community.

attempts to do just that, going beyond diaper talk to offer parenting advice on topics ranging from pregnancy to preschool. Users can subscribe to newsletters tailored to their child's age group and moms can engage with each other in the forums or through blogs. But since these types of resources are available from other sources, both online and off, Pampers has upped the ante by introducing a series of webisodes unique to the brand. *Welcome to Parenthood*, which launched this summer, follows real couples as they tackle challenges like baby-proofing their homes and potty-training their toddlers.

The webisodes not only give moms a reason to return to the site and recommend it to their friends, they also create an emotional connection – something Nykoliation says is critical when marketing to women.

"We embark down the journey of motherhood with moms," explains Zeeshan Shams, category brand manager, baby and toddler care, P&G Canada. "We leverage Pampers Village to maintain a constant conversation and relationship. Our online properties help to keep our brand top of mind."

For Pampers, the online sphere is a particularly important touchpoint. "We know that moms are spending a lot of time online," Shams says. "Based on a Forrester survey conducted in 2009, on average, Canadian new moms spend nine hours a week using the internet for personal purposes. This is more than the combined time they spend listening to radio, reading newspapers and reading magazines."

Developed by global IT services company Atos Origin and maintained by Pampers' global AOR for digital, StrawberryFrog, Pampers Village currently gets 20,000 unique visitors per month in Canada, with visits driven through media campaigns, other sites, paid search, in-store POP and increasingly influential social media channels.

A strong online property in itself, the brand's Facebook page (which also houses the *Welcome to Parenthood* series) has over 300,000 "likes" and encourages moms to interact with the brand on a daily basis. So far, it appears to be working. Within three hours of posting the status update, "Think your child is your mini-you? Upload



some photos of you with your little shadow" in mid-August, 150 proud parents had uploaded pictures. Pampers cemented the connection by commenting on many of the photos.

## Moms want answers

A worldwide study by the Boston Consulting Group (BCG) in 2009 found that, in addition to their work outside the home, 88% of women are responsible for grocery shopping, 85% are responsible for meal preparation, 84% are responsible for laundry and for cleaning and 77% are responsible for household administration. That's a lot of tasks to accomplish before bedtime – and it doesn't even factor in childcare itself. In effect, Nykoliati says, when moms visit an online community, what they're saying is, "Help me get to the best answer as fast as I can."

"Women are solution-oriented," Nykoliati says. "I read somewhere that men will look at a freezer and say, 'How many cubic feet?' and women will look at it and say, 'Will it hold a frozen pizza?'"

Before moving to the agency side of things, Nykoliati spent a decade working at Kraft Foods, where she was involved in the launch of Kraft Kitchens in 2000. The recipe site was developed with the goal of helping moms answer an age-old question: what's for dinner tonight? Nykoliati says that the site was successful because it was consumer-solution focused, not Kraft focused. "Make no mistake, Kraft Miracle Whip and Kraft cheese are part of the solutions, but they're not the entry point," she says.

Although moms have many resources for recipes – from cookbooks and other websites to magazines like *Chatelaine* and *Canadian Living* – Nykoliati says a tight focus on 15-minute meals the whole family would love showed that the brand could relate to a mom's challenges. "Kraft understood that the meal is not just fuel, it's this conduit that brings people together," she says. "People didn't mind [the site's content] being branded because it was a valuable resource presented in a consumer-centric way."

General Mills is using a similar strategy on its recently rebranded CRM site *Lifemadedelicious.ca* (previously *Everydaycelebrations.ca*, before being relaunched by Toronto's Digital Cement in late 2009), which serves up recipes, special offers and tips to make shopping and meal planning easier for moms. General Mills products are integrated into each recipe and users can give recipes a thumbs-up or thumbs-down, with the tally showing how many people "would make it a weekly thing" vs. how many "would rather get a root canal." Coupons are delivered both on the site and via an e-newsletter, and right now the site

drives to General Mills' Canadian Facebook page, where consumers can "like" the brand in order to receive a free box of Cheerios. (At press time, the page had over 58,000 "likes.")

Of course, these Facebook fans aren't all moms, or even all women. But a ComScore survey released this summer, called "Women on the Web: How Women Are Shaping the Internet," found that, globally, women are the more frequent users of social media. They spent an average of 16.3% of their online time on social networks in April 2010, compared to only 11.7% for men.

## Moms want straight talk

Women spend over 70% of consumer dollars worldwide and are driving \$12 trillion in global consumer discretionary spending, according to



Sony's digital imaging division has been reaching out to moms through branded content on online communities, as well as print campaigns.

BCG's study. The "busy young mom" is a power shopper who's using the net for due diligence on a lot more than just recipes and parenting. That's why Sony Canada's digital imaging division has recently been focusing its attention on online mothering communities.

When it comes to digital cameras and camcorders, mothers are an important demographic, since mom is often "the keeper of the household's memory," says Samuel Yip, Sony Canada's director, digital imaging, consumer products group marketing.

Over the past five years or so, Sony has shifted its focus away from television advertising, moving toward more SEM, social media, word of mouth and event marketing.

The online sphere is a particularly good fit for Sony since consumers often research electronics purchases online, and since it allows the brand to target niche audiences.

But while some brands lend themselves to creating their own solutions-based online worlds, others do not. If you sell a product that moms buy every few years rather than during the weekly grocery run, the ROI might not be enough to justify building an online community. For Sony, it made more sense to visit mom in her own social setting.

To reach out to moms, Sony has been working with *Yummymummyclub.ca*, *Savvymom.ca* and *Babycenter.ca*. They've also been partnering with *Today's Parent* magazine in print, online and at events, setting up photo booths at the magazine's Kids Summer event programming, so that parents can test the cameras and print out their shots.

"Advertising is very important but you really need to add one more layer," Yip says. "So, not just that it looks nice on paper or online; you need to have the end user experience the product as well."

Yip says that when targeting moms, the focus isn't on bells and whistles. Although some mothers may have the time and inclination to pore over technical specs, most just want to solve the problem at hand as efficiently as possible, so they can move on to the next thing.

"For the mom market, what we're trying to showcase is the benefit of the user experience," he says. "As a consumer, it doesn't really matter if the camera is a 10 megapixel or 14 megapixel, it's whether it actually produces a good picture quality. Especially for moms, they don't have the time to look at the detailed specs."

To this end, Sony has been promoting its new NEX-5 camera this summer through a combination of banner ads, contests and branded content on *Yummymummyclub.ca*. As part of the promotion, the site's founder and editor-in-chief Erica Ehm – a mother of two, who started her career as a MuchMusic VJ in the mid-'80s – was given a NEX-5 to test out. When she visited the Calgary Stampede with her son, she used the camera to shoot all of her pictures and then blogged about the experience, while readers were given the chance to win their own NEX-5 camera.

"I had no reservations about visiting the Stampede – cowboys are my cup of tea," she told her readers. "But the task of testing a fancy camera made me more than a little nervous – tech savvy I am not." After describing her learning curve with the camera and posting about a dozen sample shots, her blog post concluded, "I must admit, I took some of the best shots of my LIFE. I'm not exaggerating. Take a look at these!" Ehm sounds like just

another mom shooting pictures of her kid, and her readers responded as peers, complimenting the photos and noting that they'd be adding the camera to their wish lists.

The NEX-5 execution follows another recent program that saw one of the site's bloggers test drive a Handycam, in conjunction with a giveaway. Sony Canada's SVP of marketing, Ravi Nookala, told a crowd assembled for a Canadian Marketing Association breakfast in July that while execs were initially skeptical of the plan, the contest was a hit with moms and resulted in measurable sales.

Yip says word of mouth, whether it's from a friend, family member or blogger, is powerful for moms. "As an advertiser, you can put ads on billboards or television, but nothing beats the compliment or testimonial of a mom that you know from a community telling you how good the product is or what features they like."

In the three years since its launch, Yummymummyclub.ca (which gets approximately 100,000 unique monthly visitors) has become a powerhouse for brand partnerships, working with H&M, Huggies, Frito-Lay, Microsoft and Mattel. Ehm says the site prides itself on integrating clients' products and services in a way that serves

both the reader and the advertiser.

"We don't want to just run banner ads," she says. "That is a nice addition, but we create programs with the clients that really resonate and are genuine."

### The bottom line

Hosting a brand-helmed online community doesn't make sense for everybody – as the Sony example shows, there are times when you're better off connecting with moms in their own environment, rather than creating a new one. But as Pampers, Kraft and General Mills have exemplified, for competitive categories requiring frequent purchases, building your own online world offers a way to generate loyalty and keep your brand top of mind. Unlike one-off campaigns or partnered programs, hosting a proprietary community means you don't just walk away when a campaign wraps up and you're not starting from scratch the next time you want to communicate.

As Caroline Craig, senior strategist, Juniper Park, puts it, "The community route is very expensive up front and requires an enormous organizational commitment to create the content and experiences that will keep consumers

interested over time. But the cost to interact with community members online becomes relatively inexpensive once the community has scale and those content assets and processes are established. For brands who can also use their own packaging or transactions to invite new consumers in, the traditional media spend can be dramatically less."

These days, brands have the distinct advantage of being able to become friends with moms in the social media space. "They can reach out directly – through email, or more and more through Facebook – to encourage them to return, to do more with the brand, get more solutions, and ultimately use more product," Craig says. "And in the process, they gather valuable information about what consumers do and like on their site. This kind of engagement with the same consumer over time isn't possible through typical advertising."

When you provide a branded community that puts the consumer's needs first – while respectfully demonstrating how your product addresses those needs – you're laying the foundation for a long-lasting relationship. And at a time when consumers are constantly sharing their brand experiences in real time, that's a powerful thing. ■



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# ADIDAS DINER IS OPEN FOR BUSINESS

BY JONATHAN PAUL

**Adidas Originals** is serving up something different south of the border and it's set to be on the menu in Canada come spring 2011.

The Adidas Originals Mega Diner opened its doors in the U.S. at the end of July, providing patrons with footwear instead of food – modernized versions of the brand's Softcell and Torison shoes as part of its Mega collection.

Developed by Montreal-based Sid Lee, the campaign includes TV, online interactive and ads, social media, in-store retail displays and a real Mega Diner that was set up at Lollapalooza.

On TV, young people burst in to the diner from a street party. One orders something “fresh,” only to be served a pair Softcells by rapper B.o.B. The online experience allows patrons to place their own orders to find out what best suits their tastes.

Adidas Canada is waiting until spring 2011 to launch the Mega collection here, but when it does, it'll do so with one of the brand's largest Canadian spring launches.

“We will go guns a-blazin’ tying in one of our key retail partners here, and really create an integrated campaign based on the 2011 creative, which will come out of our global offices,” says Jeff Cooper, director, marketing and communications, Adidas Canada. He adds that there may be an opportunity to repeat the creative in play for this 2010 campaign.

We asked **Hilary Lloyd**, deputy marketing manager at Ikea Canada, and **Steph Mackie**, CD at Lowe Roche, whether or not the Mega Diner effort goes down easy and what Adidas Canada should do to make the spring 2011 campaign palatable for Canadians.



## OVERALL STRATEGY

**Lloyd:** Adidas's “Mega Diner” is a strong example of an integrated campaign that keeps its audience in mind, letting them “test, try and engage” across several media channels. Whether a “Diner” is a relevant lifestyle environment for this young savvy target could be challenged with the campaign's TV, but the campaign works very well in non-traditional media where users need a space to interact with the new Mega collection.



**Mackie:** It's refreshing when there isn't so much hard-sell jammed in that it backfires – something especially important with this target. This campaign does well in keeping the product from taking itself too seriously. My only question is if they've given people a reason to return to the site.



## CREATIVE

**Lloyd:** I'd say the TV rides that fine line between satire and artificiality, particularly with this young market. When satire works, your target believes you understand them. When it doesn't, you risk being read as inauthentic. Perhaps Adidas's unbelievably authentic and successful “Originals” campaign gave them permission to poke more fun and be playful here.

**Mackie:** The campaign is pretty well rounded with a nicely put together TV spot and website, a Facebook page that's actually populated and active Twitter feeds. Though I haven't seen the Lollapalooza Adidas shoebox Mega Diner, it sounds like the best idea of the bunch.

**The creds** client **Adidas Originals**; agency **Sid Lee**; production management **Jimmy Lee**; production house **Partizan LA**; director **Ace Norton**; VFX **Motor VFX**; music mix **Apollo**; sound design and mix **Boogie Studio**

## ONLINE

**Lloyd:** The Diner concept is very successful when it can be experienced. Whether it's at Lollapalooza, or on their microsite, the Diner environment gives users a venue to explore and engage. Their orders are literally served up with relevant content, and social media gives them a venue to make sure friends join them at the table.

**Mackie:** If you can wait out the slow load time, the site is nicely executed, with some tasty art direction/animation. But after such a big build-up and the whole randomizer game, I'm left feeling, “That's it?” simply because the product offering wasn't as rewarding as I was expecting.



## THE CANADIAN LAUNCH

**Lloyd:** While I might reconsider the TV, I think the diner concept provides a strong foundation for a campaign that will resonate with young Canadians. It's strongest and hardest working in media environments where the target is most accessible. Digitally and experientially, “Mega Diner” provides an ideal venue for participation and engagement. One suggestion: let's find a space for some local urban content.

**Mackie:** Should Adidas use this exact creative in Canada next spring? I would say no. Though the idea could work up here, any U.S. campaign worth its salt, especially one that is digitally based, will have been seen in Canada as well. It would be smart of Adidas to make the product lineup more robust so Canadians don't feel like we're getting shoe leftovers.





## Bio

**Born:** Gatineau, QC. March 29, 1978

**Education:** Bachelor of history and French literature, plus a law degree, from University of Ottawa, followed by a DESS (diplôme d'études supérieures spécialisées) in communication and marketing from Université de Montréal.

**Career:** Patry started as an account manager at Taxi Montreal in 2001, just two weeks after completing her clerkship for law school. "My plan was always to work in marcom [but] I knew I didn't want the same background as everyone else," she says. "I already had in mind that you needed a unique selling proposition to differentiate yourself."

Patry handled the Telus account at Taxi for two and a half years before moving on to an account supervisor role at Bleublancrouge, where she stayed another two years. In 2006, she was recruited to Telus Quebec, where she's now the director of marketing and communications.

**Size of marketing team:** 14 people.

She oversees mobility, wireline, the business market, the brand office and the creative and production services department.

# TELUS QUEBEC'S COMING OUT PARTY

Catherine Patry explains how a zebra helped launch the telco's LGBT consumer campaign – set to roll out nationally next year – and why the business market is a different beast altogether

BY MELINDA MATTOS

For Catherine Patry, director of marketing and communications at Telus Quebec, the future has always been friendly. She started her career as an account manager at Taxi Montreal in 2001, building a relationship with the client that would later become her employer.

Though she remembers her first Telus campaign fondly, she admits that it didn't have much sticking power (though the critter it featured certainly does).

"It was an animal that did not make it past one quarter – a snail, *un escargot*. The whole campaign was one billboard, one newspaper ad and one radio spot," she says, laughing. "That was my first mass media campaign, and now I would say we do 200 times more work than that."

Telus has become better at character selection since then, too. After 14 years with the same critter-centric creative platform, Patry says the brand has figured out what works, racking up far more hits than misses.



Telus Quebec's business-focused "Generation Inc." program includes an experiential marketing tour.

"When you see a close-up of a cute critter smiling or winking, you can't help but feel compelled," she says. "The important thing is that the critter is the relevant choice for the message," she says. Case in point: the national smartphone campaign launched in August featured a dolphin, the brainiest

– and arguably cutest – critter in the sea. Patry worked closely with Telus's national team and Taxi to develop the campaign's French adaptation.

Mind you, that critter wasn't alone: some of the ads also featured Pat Prefontaine, a swaggering motivational-speaker type reminiscent of the Old Spice guy. But while Telus is exploring the potential of human characters, Patry says, "The critters are there to stay."

This summer, a brand new spokescreature helped Telus Quebec add some pizzazz to its stable. An eye-catching zebra took the lead in a campaign that saw the telco reaching out to the province's lesbian, gay, bisexual and transgender (LGBT) community.

The idea began when Telus's marketing department identified the LGBT community as a target market worth pursuing. In 2009, Telus sponsored *Relève publicitaire*, a contest that sees teams of marcom students create and pitch integrated campaigns on behalf of their universities. The students were briefed on Telus's goals for an LGBT campaign and given three months to assemble one (for school credit), before pitching to a jury of representatives from Telus and its agencies, Taxi and Media Experts.

The sponsor of *Relève publicitaire* isn't obligated to use the winning campaign, but in this case, Patry says the judges were wowed by Université de Montréal's submission. Telus worked with Taxi on bringing the creative to the next level and with Montreal's Youville on developing the experiential marketing component, but happily adopted the students' tagline "J'ai toujours su que j'étais Telus" ("I always knew I was Telus") and the zebra.

Why a zebra? "The easier, not necessarily clever, route would've been to use a chameleon the colours of the gay pride flag, but that's what you expect," Patry says. "With the zebra, it's unexpected. It's smarter."

She continues, "The zebra is unique in nature. It

looks like a horse, but it's not a horse.... Plus, from an execution standpoint, the zebra pattern looks fantastic, so you can wrap a stage or chairs – the experiential marketing team was enchanted.”

Zebra-themed campaign materials appeared in Quebec from June to August, including coasters, placemats and Zoom ads in bars and restaurants, billboards, street projections, ads inside metro stations, in-store displays, a Jesuistelus.com microsite, print and Facebook ads.

But Patry says the campaign was about more than selling phones and services: “It was important for us at Telus, since we strongly believe in diversity, that not only did we do a mass campaign but that we also embraced the community.”

Telus formed strategic alliances with gay help line Gai Écoute, not-for-profit org Fondation Émergence and the Quebec Gay Chamber of Commerce, sending management staff and other reps to events such as the International Day Against Homophobia and the gay pride festival Divers/Cité. Campaign messaging communicated that “you can reach Gai Écoute by dialing \*1010 on your Telus mobile phone.” Telus also encouraged LGBT organizations to request grant funding as part of its community investment program, and publicized its internal policies dedicated to improving quality of life for LGBT employees.

“Since we’ve launched the campaign, there has been much more open discussion internally regarding homosexuality,” Patry says. “People who are gay in the office feel that Telus embraces diversity and that they can speak more freely about their boyfriends or girlfriends.”



Telus launched its zebra-led LGBT campaign in Quebec this summer with the tagline, “I always knew I was Telus.” The program included strategic alliances with local organizations such as gay help line Gai Écoute.

Patry says that while Telus wanted its “coming out party” to happen in the summer to coincide with major pride events, it will sustain its LGBT advertising and community partnerships in Quebec throughout the year. The program is scheduled to roll out nationally next year.

“We use the Quebec market to foster innovation and test new ideas,” Patry explains. About 70% of the marketing programs that run in the province are custom made by her team, with the other 30% made up of campaigns co-created with the national mobility team.

Patry prides herself on unconventional campaigns, like the launch of the Telus TV HD service, developed with Taxi, which saw electrostatic frog images placed on glass surfaces in Rimouski, Quebec (from bus shelters to office windows) to simulate a frog invasion. Five-second radio spots of frog sounds completed the stunt.

At Halloween last year, Patry acted as creative director on a branded loot bag for trick-or-treaters, created by Telus’s internal agency as a loyalty and retention program. “We already gave a Telus calendar as a Christmas delighter to our [high-speed internet] clients and wanted to do something special for Halloween as well,” she says. The bags were so popular that they ran out in two weeks and Telus will be repeating the program this year.

In addition to working on the consumer side of things, Patry also handles marcom for the 800 business-focused products and services that Telus Quebec offers. In fact, one of the biggest challenges she faces is raising the visibility of this division.

“Business decision-makers don’t necessarily associate Telus with business products,” Patry

says. “We’ve done such a swell job on mobility consumers with all the critters that we now need to focus on our business brand.”

To that end, Telus Quebec is launching “Generation Inc.,” a multi-platform program that includes a TV show, a website and an experiential marketing tour across the province. It’s a made-in-Quebec strategy that Patry expects will go national next year.

In order to associate the brand with entrepreneurship, the *Generation Inc.* TV show uses a “pimp my company” concept, Patry explains. “We take 12 companies that are doing well but need help to get to the next level,” she says. “Three experts per show analyze the company and provide guidance to the entrepreneurs.” A Telus technology expert will appear on 8 of the 12 episodes. *Generation Inc.* is scheduled to air Monday nights at 7:30 p.m., beginning this month, on Quebec’s French-language V channel.

Though reality TV is an unusual channel for reaching the business market, Patry says it’s an ideal way to stand out. “The target market is so busy – they are not necessarily affected the same way by mass media because of all the clutter, so we need to find new ways to reach them,” she says. “The TV show is going to allow us to distinguish ourselves from the consumer brand that people are used to seeing, and it will allow us to distinguish ourselves from our competitors as well.”

And since there aren’t a lot of snail-friendly corporate environments, the business branding is less anthropomorphic.

“You recognize Telus, but it is completely different,” Patry says. “There’s no critter.” ■

### 3 QUESTIONS

#### If you were a Telus critter, which one would you be?

I would say the many birds that we’ve used in our campaigns. The birds are so beautiful and colourful. If I were a critter, I would definitely fly beyond the horizons.

#### What advice would you give to young marketers?

Always choose a work environment that will let you think outside the box in order to grow creatively, and always keep snacks at the office for those long work nights.

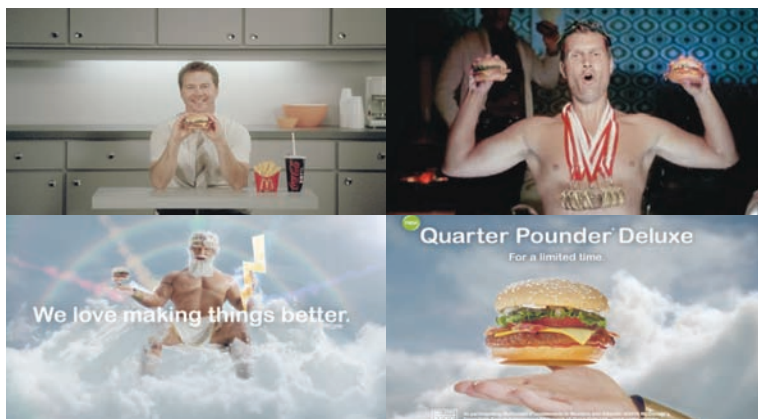
#### How do you reward yourself for a job well done?

I don’t. A job well done is what I am supposed to do. But I do own lots of shoes.



# OUTSTANDING NEW CAMPAIGNS

BY JONATHAN PAUL



## MCDONALD'S PUMPS UP QUARTER POUNDER

McDonald's has decided to rebuild one of its longtime stalwarts, the Quarter Pounder, making it better, faster, stronger and tastier. They have the technology. Behold, the Quarter Pounder Deluxe.

Lettuce, tomato and bacon are the enhancements featured in the new "bionic" version of the infamous QP burger, but the jury's still out on how it will be received. That's why it's undergoing month-long POS testing in the Western and Atlantic regions – promoted through a campaign developed by Cossette in Vancouver, which launched in August – before McDonald's determines whether it will go national.

"As the tagline says, 'we love making things better,' and this was an opportunity for us to put a new twist on an old favourite," says Gavin Stafford, senior marketing manager, Western Canada, McDonald's.

The creative illustrates, through colourful displays of one-upsmanship, that the QPD was inspired by McDonald's desire to constantly improve upon its offerings. A TV spot, for example, features characters of increasing flamboyance – from Joe Office Worker in the lunchroom to Zeus, king of the Greek gods, sitting amongst the clouds – implying that they're better suited to tell people about the QSR's newest offering.

"People are loyal to the Quarter Pounder," says Mike Felix, copywriter, Cossette West. "They don't want it tampered with. We needed to say that it was better so they'd even try it in the first place."

Banner, print, radio, OOH and transit ads are all part of the media mix, which was handled by OMD, and tricked-out Quarter Pounder boxes, outfitted with mini sound systems and a custom track, were sent to radio DJs. McDonald's is also testing two other new burgers, the Smokehouse Deluxe in Ontario and the Angus Third Pounder in Quebec. All three burgers will be available until Sept. 6.

agency: **Cossette Vancouver**  
CDs: **Bryan Collins, Rob Sweetman**  
AD: **Bart Batchelor**  
copywriter: **Mike Felix**  
producer: **Mike Hasinoff**  
directors: **The Perlorian Brothers**  
VFX: **Dashing Collective**  
sound: **Vapor Music**





## SEICOAT STICKS IT TO GRAFFITI

Restoration company Seicoat Canada is hitting the streets of Vancouver to spread the message about its new graffiti-eradicating weapon, using graffiti as their media strategy.

Seicoat launched the campaign created by Vancouver-based Hot Tomali this month, and it entailed tricking property owners with fake street art. Stickers placed on doors, buildings, trucks, street signage and store windows in targeted areas create the illusion that they've been afflicted by taggers. Upon closer examination, residents will realize they can easily remove the stickers themselves – a small “pull here” cap adorns their corners – discovering, on the reverse side, company branding and a call to action indicating that Seicoat can help remove real graffiti just as easily.

The process entails treating surfaces with a chemical featuring microscopic hairs that ensure paint does not adhere to the wall's surface. “It's not necessarily the most common product out there – graffiti isn't a common challenge to people unless they own a commercial building or a residential property in a street-level urban area,” says Thomas Stringham, president/CD, Hot Tomali. So the strategy was to cost-effectively reach just that target, and prove the product's efficacy. “We think it's something that could become fairly commonplace if it's just marketed correctly,” Stringham says.

The effort also includes guerrilla executions in high visibility areas throughout the city, which actually use real paint on large Seicoat-treated walls. Seicoat will show up to erase some of the graffiti, using something as simple as a paper towel to reveal their messaging. The stunts will be captured on video for Seicoat's YouTube channel, Facebook, the company's website and seeded to various blogs.

agency: **Hot Tomali**  
CD/AD: **Thomas Stringham**  
copywriter: **Sebastien Wilcox**

designer: **Wells Stringham**  
designer/photographer: **Davinder Deo**  
illustrator: **Shady Sharobim**



# The new **magazines**

Publications hit the social circuit, and reinvent themselves online and off to reconnect with readers and spice things up for advertisers

BY MELITA KUBURAS



*Canadian Living* reached out to readers with a cooking lesson from its food editor this summer.



In July, about 60 *Canadian Living* readers learned how to make grilled oysters and seafood brochette with the magazine's food editor at Cirillo's Culinary Academy in Toronto.

The Chillin' Grillin' Kitchen Party, sponsored by French Cross Peller Estate Wines, was offered for \$65 to *Canadian Living* Advantage members – a ticketed social events program launched last year for the magazine's subscribers, organized by editors and advertisers.

But besides the opportunity to taste-test a four-course meal and take home a loot bag (often worth more than the ticket), what do parties like this mean for the magazine and for its readers? By taking part in its readers' social life, *Canadian Living* is upping its brand engagement – a key part of its new strategy to build emotional equity in the magazine and expand its audience pillars, explains Lynn Chambers, group publisher at Transcontinental Media.

Magazines are no longer limited to two-dimensional print – at least the ones that have a future aren't. They hold trade shows, tweet to their online readers and produce video content that still manages to convey the brand's core mandate. Some, like *Canadian Living*, which represents about 18% of Transcontinental's total digital revenue, have managed to successfully monetize these online efforts. The *Canadian Living* mobile app has had more than 60,000 downloads, and the magazine runs 13 different e-newsletters that Chambers thinks will surpass more than a

million subscribers by this fall. "We're growing our digital platforms at 20% or more annually," she says. "Digital assets are definitely growing at a faster pace [than print] but they still don't represent anywhere near their share."

Although digital profits are still minor compared to print, any income is welcome in this post-recession environment. In 2009, the print medium not only felt the impact of a collective double-digit drop in ad budgets, it was also the victim of a reduction in consumers' disposable income that meant they stopped spending money on anything considered frivolous. Sadly, for some, this meant nixing their magazine subscriptions.

Total paid and verified circ was down 2.37% in 2009 over the previous year for the 57 *Canadian* titles verified by Audit Bureau of Circulations (ABC), according to figures from January to December. Total single-copy sales were also down 5.07% for the year. But consumers have not stopped reading magazines. Interestingly, the average readership of all the magazines reported in the Print Measurement Bureau (PMB) was 1.04 million in spring 2010 – a slight increase over the same period the year before.

This year, magazines appear to be committed to carving out a business plan for the future. Many, like *Canadian Living* and *Toronto Life* have invested in content and art redesigns, extended their multi-platform coverage and offered innovative partnerships with advertisers. Although print budgets have not swung back to pre-2009 levels, most publishers believe that their efforts will reaffirm a connection with readers, and through their leveraging of print content and experience,

Digital assets are definitely growing at a faster pace [than print] but they still don't represent anywhere near their share



co-opt some of the digital dollars meant to target eyeballs elsewhere.

## The redesigns

When the crisis hit, business was a big story in the mainstream press. So while *Canadian Business* offers an authoritative voice and credible insight on financial markets, that's not necessarily what readers wanted more of, explains Steve Maich, the magazine's editor and associate publisher. "When they're seeing their retirement savings eviscerated and they're worrying about their jobs, maybe buying a magazine on the weekends to sit and read about how bad things are is not the first thing people want to do," says Maich.

Combined advertising, subscription and newsstand revenue at *Canadian Business* fell by 10.5% in 2009, according to a Masthead Online special report that uses Leading National Advertisers (LNA) and ABC data. That same year, the Rogers publication implemented a major staffing overhaul in editorial, letting go six writers, the publisher (replaced by Rogers VP Ken Whyte) and the senior editor at sister publication *MoneySense*.

In late fall, *Canadian Business* unveiled a redesign with a new editorial mandate aimed at expanding its target audience by covering consumer culture, broader economic stories and analysis pieces and issues related to personal finance. The June cover story, for instance, was on Facebook ("Why it could be the biggest business ever") and the issue also included a profile of American Apparel.

"I think if you talk to your average person on the street and ask 'would you be interested in reading a business magazine?' a lot of people would say, 'oh, no, I think business is terribly boring.' And we'd like to challenge that idea on an ongoing basis. I feel like we've had a lot of success in doing exactly that and the advertising community seems to be coming along for the ride," Maich says.

The redesign also created new ad inventory. A new franchise position within the magazine opposite a Richard Branson column is completely sold out for the year to Athabasca University, he says. Another key position that generated interest, according to Maich, is opposite a new section called "The Performer," which profiles individuals who have achieved success in their field. Not just for executives, it has included choreographers, golfers and actors.

A redesigned *Canadianbusiness.com* will launch in the last quarter of this year, and it will offer live-blogging and Q&As with experts, photo-driven multimedia packages, and more video and audio integration, says JP Fofo, GM, Rogers Digital Media, current affairs and business. All new features will have both

standard and custom section sponsorship opportunities, including the option to brand a new portfolio tracking tool. The new site will also offer half-page units and pushdown ads that Fofo says CB clients are demanding.

By spring 2010, the *Canadian Business* readership had increased by 131,000, according to PMB, and the number of ad pages in June of this year (including inserts) was up 81%, according to LNA.

But while the expansion of the *Canadian Business* core mandate worked because it also reflected changes in the industry and



*Toronto Life* unveiled its redesign this summer.

readership needs, the mistake some publishers make is to move too far away from their core, says Christine Saunders, SVP group director, Starcom MediaVest Group.

"It's sort of the Canadian syndrome that magazines become too generic because they try to capture all advertisers. You've got to have a reason for being. They have to remember their brand basics," Saunders says.

Redesigns also signal to both readers and the advertising community that a magazine's executives are continuing to invest in their product – after a year of cutbacks, this is a welcome change. "Last year was really a tough year, where they've had to take their eye off the ball, and many publishers let folks go. Not necessarily in advertising and sales, but in the writing and editorial staff, and that's deeply concerning," says Saunders. After all, if they don't invest in their printed pages and content, "how are they going to get this digital product right?" wonders Saunders. "That's their future."

*Toronto Life*, a city mag that's been around for more than 40 years, is one old-timer that

has figured out its place in the online realm. Traffic on *Torontolife.com* jumped by 47% this April over the previous year to about 340,000 uniques per month. Although the traffic on *Torontolife.com* doesn't necessarily reach the sky-high figures of web-only entities, it manages to maintain its brand voice and leverage it through a connection with readers. A posting about the minor Toronto earthquake this summer generated more than 60 comments within minutes.

One great example that could rival any Gawker.com article in terms of a sarcastic take on current events is a recent posting in a section called The Informer, titled "Hot Cops! Fifteen of the G20's sexiest law enforcers." During the G20 summit, which set Toronto on fire (literally) with controversial protests and opinions, the photo gallery on *Torontolife.com* featured handsome police officers outfitted in riot gear, posing with steely gaze to camera. "There's a sense of connectedness and that we're there any time of the day," says publisher Sharon McAuley. "We're not a portal with a commodity of eyeballs – we charge a premium because of the nature of who's coming to our site."

This online audience is also being leveraged to boost print sales. For instance, the September issue was launched with a dramatic, movie-trailer style video promoting the cover story on Ontario's former attorney general Michael Bryant, who last year was involved in a deadly car crash with a cyclist. This type of innovation, recently adopted by book publishers, aims to draw in a wider web-denizen audience who will ideally pass it on to their social networks.

After all, in an age of iPads, mobile phones and free daily news online, what will make someone pick up a magazine? It's precisely this question that the St. Joseph management team discussed when planning a redesign of the mag unveiled this past July, explains McAuley.

The result for the title was lengthier articles, a well-known (and somewhat controversial) new columnist, former *Globe and Mail* writer Jan Wong, and the introduction of a culture section and bold photo spreads that are strikingly similar to *New York* magazine.

"In a magazine you can have very ambitious, big, juicy reads. It's the kind of thing that you can really sink your teeth into," says McAuley, of the changes that resulted in a denser book. "It's an object that people want to take time with. They're very engaged with it. You're not googling on your smartphone or watching TV – when you're reading a magazine you're enveloped into it."

This kind of experience is one many readers still want to have with their favourite titles. Although paid subscriptions are down 5.55%



for the period ending June 2010 according to ABC, newsstand sales are increasing and there are no drastic changes in readership according to the PMB. But buyers say print budgets are not bouncing back as quickly as they have for other mediums like television.

"We're still looking at a very conservative stance in terms of any kind of rate increases," says Tim Hughes, managing director, client leadership at Mindshare Canada, about budgets. "I would say that it has been a challenge for the publishers to get through the increases that they might like."

But this doesn't mean that publishers are just sitting back and waiting for the money to return – the move to reinvent, be more social and innovate around points of connection is not limited to editorial content.

### Ad innovation in print

Recent ad campaigns, while they are not all necessarily jumping on mobile, do often span both print and online realms. For instance, *Today's Parent* last fall worked with Microsoft and M2 Universal on an interesting cover execution where parents could upload photos of their kids online and have the issue sent to them with their child on the cover.

In April, *Elle Canada* launched a contest with Mattel's Barbie whereby readers could style their own Barbie online for a chance to win a custom-tailored little black dress, created by the winner of the New Labels Fashion Design Competition (sponsored by Barbie). The buy, handled by Carat, featured a glossy mock-cover insert with Barbie as the cover model, and various Teresas and Skippers modelling little black numbers with drive-to-web callout.

For the same issue, the cover was wrapped in a pink (matching Barbie) Maybelline New York ad that stretched across the cover to prove that the brand's cover-up foundation is durable and flexible, "beyond any stretch of the imagination."

Dynamite, a Canadian clothing retailer, also partnered with *Elle Canada* and *Elle Quebec* to launch a viral campaign that places the viewer



*Elle Canada* promoted its "little black dress" design contest with Mattel's Barbie using this glossy mock-cover insert in its April issue.

in a gossip-entertainment style video, and puts her face on the *Elle* cover. Arranged internally by the brand, the effort was promoted on ElleCanada.com and ElleQuebec.com.

Saunders recently executed a unique buy for client P&G that extended to the web property of *Canadian House & Home* magazine. The execution featured four cleaning and laundry products in a mini-mag, titled *Clean Style*, that ran in the May issue. The mini-mag drove to an online product scavenger hunt, in which consumers could win \$20,000 by spotting items in a video featuring designer Lynda Reeves.

However, the paucity of this type of innovative digital opportunity for advertisers is frustrating to Saunders, and she is not satisfied with "we're working on it," which is what she's hearing from some Canadian publishers. "They're behind in this market. The iPad has been out here for months – okay, so now what? There are no applications from them." They

should be leading in this area, but many are not, she says.

In the fashion and parenting categories, despite the fact that both parents and the fashion crowd are digitally savvy groups, Rogers titles *Flare* and *Today's Parent* have not executed any mobile applications. But Kerry Mitchell, VP and publisher, Rogers Consumer Publishing, who handles both titles, says they are active in the social media and digital realm, and she is not afraid of losing readers to mommy blogs and wannabe fashionistas. *Today's Parent* has almost 50,000 followers on Twitter and is active on other social media sites, as is *Flare*, which has a small but active following on Facebook.

Magazines seem to be building in the social space in order to get the platforms – and their readers – advertiser-ready.

*Fashion* magazine has a multimedia producer on staff. It offers "behind-the-cover" videos on its website as well as a music channel hosted by MTV Canada's Dan Levy. Vlogger contests and music videos on Fashionmagazine.com provide fun for readers, but these offerings have not yet been monetized.

"I think nobody knows 100% how to monetize this," says Lilia Lozinski, SVP, St. Joseph Media and the publisher of *Fashion*. However, utilizing their multimedia producer, the brand produces videos of hosted client events and brand partners (they developed three fashion vids for Holt Renfrew). "In a sense we're almost providing a creative service," says Lozinski. "I think we're still finding our way."

Magazine publishers do know their readers, and with competition from pure play online brands, what they can offer to advertisers online is the strength of their brand and the pedigree of their editorial staff.

"These are proven players in the marketplace who have successfully worked in the offline world," says Mindshare's Hughes. "Does that immediately guarantee success in the online world? Well no, but at least they know their readers very well and they know how to produce a product that will attract a certain audience." ■

# If you think Social Media and the iPhone changed the marketing game...

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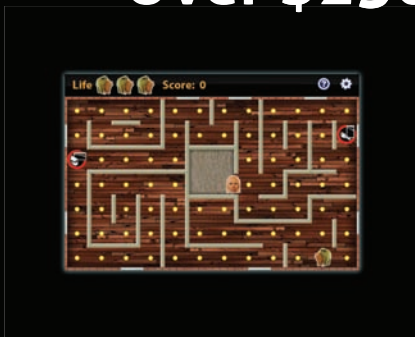
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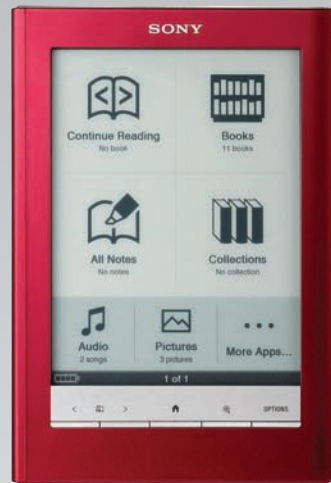
Retail



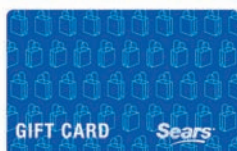
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**Gift Cards**

|

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**Travel**



# SEARS incentives work

Why SEARS is the best option for incentives programs over the holidays and year-round

Gift cards are a great way to show hard-working employees and loyal customers that you truly value them – both over the holidays and year-round. Research shows that gift card incentives can prove to be well worth the investment, whether you're using them to reward employees for performance-based achievement or just to say thank you. They're also a great way to foster customer loyalty and to reward customer referrals. In fact, a white paper from the Incentive Gift Certificate Council of the Incentive Marketing Association has outlined a pretty compelling case for companies to integrate gift cards into their rewards strategies.

The paper, titled *The Role of Gift Certificates and Gift Cards in Corporate Recognition and Incentive Programs*, notes: "Numerous studies point to the efficacy of gift certificates and cards in achieving business results. Gift certificates and cards have been shown to increase sales, improve employee performance and build loyalty, foster teamwork, and create new markets, among others."

Whether you're doling out gift cards along with bonuses during the holiday gift-giving season or regularly using them as part of an ongoing incentives program, the trick to an effective incentives program is making sure you're offering the right gift card. That's where SEARS comes in.

## YOU CAN PLEASE EVERYONE

Gift rewards won't do much good if you give people something they're not going to use. Instead of giving out cards to a specialty retailer that may not appeal to everyone, why not go with a trusted brand that truly offers something for everyone, like SEARS.

"We have a rewards solution for just about any demographic profile – just look at the diverse offering through our multiple categories," says Tony Prakash, Business Manager for SEARS Incentives. From new parents looking for baby toys to an elderly couple interested in gardening tools to a young single hunting for the latest electronics, SEARS has it all.

SEARS gift cards can even be used towards services like SEARS Travel and SEARS Optical. And with 400+ stores across Canada and 1,800+ catalogue pick up locations, it's easy to redeem SEARS gift cards. Recipients won't have to worry about planning an inconvenient trip to a specialty store to redeem their reward. "We eliminate many of the limitations you see with other gift cards, making it easy for our card to be redeemed by anyone, virtually anywhere for all kinds of merchandise and also travel," says Prakash. Recipients can even use their gift cards for online and catalogue purchases, too, so they don't even have to leave their homes to take advantage of their gifts.

## MORE PERSONAL THAN CASH

"There's a reason you hear the phrase 'cold, hard cash'," says Prakash. "A reward should make the recipient feel warm – that will drive engagement. Over 4 million Canadians are active shoppers at Sears, and so it follows that a SEARS gift card would serve as a very effective reward." Rather than just depositing a cash incentive and forgetting about it, a gift card prolongs the recipient's interaction with your reward. They're thinking about your company while they're shopping, and they'll continue thinking about you when they're enjoying their purchase.

The Incentive Gift Certificate Council white paper points out that, "Gift certificates and cards offer several advantages over monetary incentives: They can be branded, personalized, and customized. And they offer administrative benefits such as usage tracking and a variety of redemption options." Adds Prakash: "Variety is a point to really consider – companies can offer 'choice' but do they want redemption options to include, say, cigarettes at a gas bar? With a SEARS gift card, the company offers choice and can obviously feel comfortable about the spend.

SEARS offers the ability to customize gift cards, so you can personalize the cards with your company's name and logo. Prakash says it's interesting to note that in some cases where companies offer a selection of

different cards for recipients to choose from, SEARS cards have outperformed cash cards like those offered by VISA. "It really speaks to the brand power of the SEARS name," he says. "You put our gift card in a program and redemptions spike – that's evidence the SEARS gift card drives engagement."

## IDEAL FOR THE HOLIDAYS

SEARS has everything people need to get ready for the holiday season, from toys to snow-blowers to new bedding for out-of-town guests. Recipients can even use it towards booking their winter getaways at SEARS Travel Centres, or purchasing new fitness equipment to work off those holiday pounds.

"Our gift card really allows the recipient true choice and flexibility," says Prakash. And, SEARS makes ordering corporate gift cards easy for companies to check off their to-do lists over the hectic holiday season. They're readily made available in different denominations and delivered free of charge to the primary location.

Best of all, companies can benefit from the halo effect associated with the positive feelings people have for SEARS. "Our name recognition is indeed a helpful driver for winning business in the 'Incentives' space" says Prakash. "But the real deal closer is that point when incentive program 'decision makers' learn the full value proposition of our reward solution. •



BY EMILY WEXLER

it's hard to predict the future. no one really knows when the stock market is going to crash, what social network half a billion of us will belong to next or what sandwich will be popular at the deli next week. but with the help of years of experience and gathered knowledge, we can make educated guesses as to the future of our industry. how will we adapt to stay creative? what tools will help navigate this newly social and connected world? how will buying media be different tomorrow from what it was yesterday? *strategy* asked the learned from various areas of expertise to peer into their crystal balls and tell us what they see on the road ahead.

## VIEW FROM THE MARKETING DEPT. changing the role of consumers...



### Marketing by the people

By Nathan Rosenberg, CMO, Virgin Mobile Canada

The next big thing will be the complete shift from marketing to people to marketing with people.

Social media has already evolved from a way to monitor and respond to a way to engage in two-way conversations. Now we need to take those conversations from a way of getting feedback, to using them to create the

campaign from the very beginning.

The next big thing will be utilizing and inspiring your customers to not just spread your message, but to have a vitally active role in creating it. As long as we engage them and absorb their insights with honesty and fun, we have the power to create a brand message with astounding relevance because consumers themselves will have created it. The key here is to harness emerging social media tools authentically, rather than forcing them to fit with older marketing strategies.

Word of mouth is one of the most powerful marketing tools that has ever existed. Factor in the growth of location-based social networking and we'll

see way more crowd-sourced offer creation, like Groupon, affecting what the offers will be instead of just promoting them. People will tell us what they want and, ideally, we'll be listening and deliver it.

People will funnel their personal lives into their connections with brands in the same way they do with their own networks. The line between business and friend will continue to blur, because with social media they'll be connecting with us in almost the same way they do with friends. Campaigns will be created from their suggestions, their pics, their tweets, and then shared through the same networks.

At Virgin Mobile we're constantly looking for new ways to bring our members to the forefront of the conversation through the networks they're using. Part of our "On the House" program asks students to create their own online profiles, and then share them. We've moved from instigator to facilitator. Sure, we talk with them, but in a way that hopefully excites them to create and share the conversation. They're the subject of, creator of and distributor of the content – we just have to give them a reason to make it happen and be brave enough to stand back and let them say what they want.





## Be the change: Canada can lead in diversity

By Mark Childs, VP marketing, Campbell Canada

Taking Mahatma Gandhi's advice to "Be the change you want to see in the world," a next big thing is championing the trend to step-change commitment to Canadian consumer diversity and inclusion.

The "art of marketing" makes a welcomed return in this up-and-coming whitespace where still too few passionate advertisers are making real and meaningful differences with diverse Canadian audiences. It's not just the right thing to do, from a respectful and inclusive engagement perspective, it's sound business in our otherwise competitively saturated markets.

Supported by an unwavering company-wide commitment to diversity and a Campbell Canada vision of "Authentic Nourishment for All," our journey was illuminated by a small team of pioneers passionate to uncover fresh consumer insight and embrace the opportunity. What started as a basic assessment has in turn inspired a growing number to take up the cause: a Swanson initiative among first generation Asian Canadians, the fortitude to stand firmly up to a boycott of gay and lesbian advertising, an online accessibility solution for those with physical disabilities and a Halal campaign embracing Canadian Muslims in Urdu, Farsi and Arabic launching this Ramadan.

Together with a growing number of similarly enlightened advertisers, they are transforming the marketing status quo and experiencing a fulfilling learning curve; relearning the "back-to-basics" casting, creative evaluation and media planning skills, and rediscovering their intuition, a powerful and unique potential to unleash.

Embrace change. Being more consumer-inclusive should be reward enough, if not the knowledge that even a modest evolution will propel Canadian marketers closer to leading on the global stage. Take the first step.

## CREATIVITY

psych 101 takes a seat at the creative table...



## Behavioural advertising

By Andrew Simon, ECD, DDB Canada

Welcome to the petri dish, otherwise known as the golden age of experimentation. Creativity is being pushed and pulled in all kinds of novel directions, all in an effort to get closer to consumers. As a result, more and more agencies have adopted the inventor mentality of "well, I sure hope this works."

Exhibit 1: the recent Old Spice real-time personalized video extravaganza. Not to beat a dead ("I'm on a") horse, but part of the charm of this social media effort was that the team honestly wasn't sure if it would be even mildly successful. As we continue to take this trial-and-error approach, a more specific form of experimentation is emerging in our industry that's long been the domain of psychologists. It's the idea of "behavioural engagement" – manipulating a situation and seeing what consumer behaviour will follow.

It doesn't take a Stanley Milgram-type shock (sorry, I was a psychology major) to wake up to the fact that behavioural engagement is an interesting way to prove a point. We've already seen some provocative examples of this – VW's "Fun Theory" and Heineken's "Auditorium Football" come to mind, and before that, Burger King's "Whopper Freakout." And the reality is that awards-crazed creatives tend to mirror whatever wins big at Cannes so there's sure to be a lot more where that came from.

...and it's all about the insight



## Answering the unasked question

By Michel de Lauw, VP/CCO, Cossette

The world of communications is changing, for the better. An integrated approach is the only way to give brands weight. The authority of our craft is no longer the deciding factor.

Today, it's the consumer. Consumers choose the platform they like, when and where they like it. And consumers themselves are the best media. We can no longer seduce them without offering experiences they'll want to talk about.

Today, transparency and collaboration must govern the processes of defining our clients' objectives, reaching their clientele, and producing solutions with lasting effects. This is the integrated approach. This is the way to evolve a brand.

To have an impact in a world where the effectiveness of mass media is diminishing, creativity and communication must be at the heart of any brand expression.

Today, the key to innovation is the culture of insight, of the human truth. It's about hearing that small sound, the weak signal, the unasked question.

Today's ideas are content driven – stories or narratives in the here and now. The platforms we create are places to meet and sustain continuous communication with consumers. Getting there is simple if you know how to create the spectacular and question the conventional.

The role of the creative director today is to cultivate a more flexible hierarchy of creative forces – a new democracy of disciplines – capable of generating powerful, integrated and sustained responses.



## A match made online

By Eva Van Den Bulcke, ACD, Sid Lee

The next big thing is nothing new in itself. It's about creating the perfect match between a project and the people who are working on it. The internet and social networking are putting us in touch with people all over the world who we never would have known about just five years ago.

In a traditional agency, we would get anyone available to work on a given project. This can result in awkward teams such as a Greenpeace member working on an SUV account or a man on a feminine hygiene pantyliner account (these are real examples, by the way). We would keep convincing ourselves that as communicators, we can address any crowd and by reading a few articles we would "get" the product and be one with the consumer. To me, insight can only come from within. Therefore, casting the right people is key.

I think the next big thing will be the way we cast. There couldn't be a better use of social networking. There are already a few websites out there setting the talent showcase trend like Behance.net or

Netdiver.net. There's also a new trend of freelancers banding together to highlight their services such as Pigeefolio.com. Clients and creatives have also started to team up in online communities inviting people to participate in all stages of a creative process and the best work from the most well-suited creatives wins. This new form of democratic creativity is gathering momentum at sites like Openideo.com.

There are many more creative community sites out there and way more to come because there is so much talent in the world. It would be a shame not to use it.

I think this process benefits everyone. It's basic human behaviour that if someone is motivated to do something, they will do a better job on it than the person whose heart isn't in it. If a creative is working on projects that interest him or her then they are more likely to personally invest their efforts into the project and make sure the first experience with this client is not his last. The end result will benefit from this passion and the creative will have a great piece of work to add to their portfolio, which will, in time, attract more desirable projects (or matching projects).

not only do in-store experiences  
bring your sustainability platform  
alive - they engage your associates

GREEN

even the environment needs hand-holding



## The future of green is experiential

By Ian Morton, founder & CEO, Summerhill Group

Whether you are selling organic coffee or hemp hats, the buying experience matters. People often buy green products for the feel-good vibe that comes with the purchase.

Events that enhance this vibe and create a memorable experience can generate a positive buzz around your brand. And when amplified through social networks, this buzz can generate significant financial rewards.

In the future, smart retailers will place more emphasis on events that create memorable experiences related to better choice products. In our 15 years of creating retail campaigns, we've learned that "information

does not lead to transformation." Brochures, magazines and flyers raise awareness but rarely lead to conversion of better choice products at shelf. So every year we deploy over 2,500 environmental ambassadors in retail settings to engage the public on issues ranging from energy, water, air and climate, and this "Green Army" converts thousands of customers every year to better choice products.

In a marketplace saturated with identical propositions, the retail winners will be those that create standout experiences that make the environmental value clearer to customers. Not only do in-store experiences bring your sustainability platform alive - they engage your associates as well as driving traffic and sales. Conversion to green at the shelf leads to conversion of green at the cash register.





## The future is magnetic

By Anthony Wolch, ECD, Organic

Digital is a dynamic storytelling medium, but has its potential been fully realized? Yes, digital storytelling has made strides, thanks to a grassroots movement that helps people tell their own stories. But if one lacks a compelling story, no amount of Flash will help you polish the turd.

Consumers happily skip over robotic marketing-speak waddling across laptops and mobile devices; they expect to be entertained or enlightened, rewarded for spending time with the brand. The onus is on everyone to deliver better experiences wrapped in stories that make audiences laugh, and want to share.

This is why brands must embrace magnetic storytelling, the art of telling

immersive stories born out of deep human insights. Magnetic stories can be polarizing, some will find them illuminating, while others may be repelled. And that swirl of passion or controversy creates a level of engagement that would be hard to replicate with a banner ad.

Take Nike Canada's Olympic campaign featuring Steve Dangle, a hockey blogger/authority. Nike sought to engage hockey-obsessed teens, but instead of issuing prattle on "the next one," Nike unleashed "Dangle's Angle," sending Steve to Vancouver to uncover real stories of young hockey players. The resulting stories – which traditional media had no access to – were featured on YouTube, Twitter, Facebook and Nike's website, and spread magnetically, dramatically spiking traffic on Niketraining.ca.

There has never been a more exciting time to be in the business of storytelling.

...and using the right tools to do it



## Viva la iAd revolution

By Michael Gramlow, CD, Lollipop

In the same way that Apple has forced dramatic change in the mobile device market, the launch of their iAd platform will similarly revolutionize not just mobile but also web advertising.

Advertisers are saddled with lacklustre, outdated standards when developing online and mobile ads; there is little, if any, innovation, which is a great money-saver for publishers. But it's not so great for advertisers trying to reach time-starved consumers. And so, here we are with the much maligned and openly hated banner ad as the baseline of many online or mobile efforts.

It's platforms like iAd that will really shake things up. Sure, it's an

iPhone-specific offering. But if the past is any guide, when Apple gets something right, it has far-reaching implications. And if Apple has set their sights on revolutionizing advertising, we'll see entire industries playing catch-up.

Seeing iAd in action (YouTube it) makes it very clear that this should be happening not just on all mobile devices but also on computers. We'll see ads that are much richer, almost app-like experiences. A car ad, for example, might have videos, detailed vehicle features, the ability to find a dealer, etc. – all from within the ad. Advertisers can and should demand that their creative and media dollars get spent on engaging consumers with much richer, app-like experiences – whatever type of device the consumer is using.

magnetic stories can be polarizing, some will find them illuminating, while others may be repelled. And that swirl of passion or controversy creates a level of engagement that would be hard to replicate with a banner ad



## Tradigital vanquishes disintegration

By Mark Sherman, founder & CEO, Media Experts

The media landscape is changing at an exponential pace. As we approach the 20th anniversary of the web browser, a recent survey found that only 30% of U.S. advertising executives felt that they were digitally savvy. I'm guessing those were the 30% who work in digital.

In an effort to focus expertise, the media world has been segmented into online and traditional silos. Two teams, two clients, two briefs, a disintegrated approach, with disintegrating effects.

The next big thing is "Tradigital" (a term Media Experts trademarked). It's an integrated approach to digital and traditional media that recognizes the respective roles of the different genres of

media in stimulating purchase decisions and orchestrates them to bring maximized, measureable ROI.

Tradigital acknowledges that online behaviour is consumer behaviour, behaviour reflective of stimuli from both the online and the offline worlds. Tradigital recognizes that the prospective customers visiting your website are the same folks watching your TV commercials, often doing so at the same time.

Tradigital allows us to use online behaviour to track the effectiveness of online and offline media, not simply the correlation of TV airings with search activity, but also by employing a bevy of social media monitoring tools to gauge evolving brand sentiment and purchase intent, all in real time.

By ripping down the silos we've discovered that there is one consumer, one purchase decision and one media mix. Who knew?

By ripping down the silos we've discovered that there is one consumer, one purchase decision and one media mix

...and data-centric



## Data brings sexy back to advertising

By Bruce Neve, president, MEC

As all media becomes digital, and content and consumers fluidly move from one platform to another, more interconnected data will be available to enable faster, better decision making. Addressable TV, which can target a

defined consumer is being tested in the U.S.,

U.K. and soon in Canada. In the near future, we could buy a 30-second commercial on a network show and deliver different messages to different households in the same timeslot depending on their profiles. With messages tailored to defined consumer profiles, ad relevance and active engagement will increase dramatically.

In the online world, personalization and behavioural targeting/re-targeting is already an important and effective part of our marketing effort. As digitization becomes a reality for all media, the use of ad serving

technology and opportunities to connect multiple data sources will dramatically enhance ongoing targeting/optimization efforts. For example, web analytics can be linked directly to a retailer's inventory data so that out-of-stock products are given less site visibility and any consumer search is directed to comparable products.

We will create target audience segments based on behaviour rather than demographics and attitudes.

Privacy issues will be front and centre as the industry moves forward. It is important that the industry self-regulate and ensure that we target without ever personally identifying individuals, and that we give consumers opt-out opportunities at several stages.

Becoming data-centric will connect marketing, communications and sales, allowing us to shift the conversation from media efficiency to business impact/effectiveness.



## SOCIAL MEDIA

not everyone wants their 15 minutes



### Embracing anonymity

By Mitch Joel, president, Twist Image

While it's easy to take a contrarian view of social media and digital marketing trends (everything from Facebook passing 500 million users to the growing popularity of location-aware platforms like Foursquare), it's important to remember that a lot of what made the online world popular was the ability to be anonymous. That anonymity was quickly followed by the ability to be someone/something completely different from who you were in your offline world.

With all of this personal information that we're publishing online, people still have a need/want to speak anonymously. While social networks and social media swells in popularity, and those companies that disclose and act "more human" benefit from real interactions with real human beings, there is a growing trend towards places that embrace those who do not wish to disclose who they are and what they're up to, whether it's individuals looking to block their IP from Hulu or the news of Wikileaks and what this means to media.

Some people simply feel more liberated to speak their mind knowing that who they are will not become a focal point. Look at what's happening on Chatroulette and Formspring. While both offer the ability to fully disclose who you are, the main traffic comes from people wanting to connect in a more anonymous way. Does this mean that having The King from Burger King show up on Chatroulette is the future of digital marketing? Probably not. But based on the explosive growth of platforms that allow anonymity, your current/future digital marketing strategy may be well served by also embracing the anonymous side of the internet.

## INFORMATION & PRIVACY

info etiquette: use it or lose it



### Respecting privacy

By John Gustavson, president & CEO, CMA

Some of the newest things we are developing – behavioural marketing, mobile marketing, commercial email and new uses for consumer information – are a serious threat to our freedom in the marketplace if we don't manage them properly.

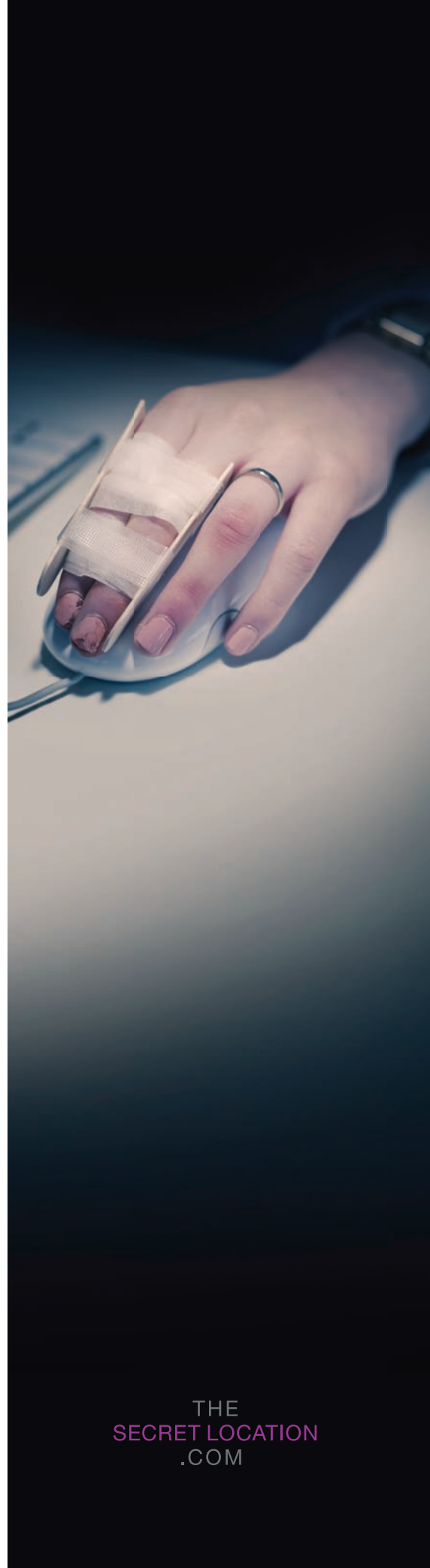
Behavioural marketing is a good example. As marketers, we have only ourselves to blame, having publicly used "behavioural targeting" to describe a marketing technique that scares consumer groups, privacy advocates, regulators, politicians and the public. Consumers may not

mind us studying their interests but they don't want us tracking their "behaviour." That concern is shared by Canada's federal privacy commissioner, and Canada's private-sector privacy law is scheduled for a formal review in 2011. The threat of more regulation is a real possibility.

The use of social media to capture consumer information will come under increased scrutiny in the coming months. Canada's privacy laws already require business to obtain consent before collecting, using or disclosing personal information for commercial purposes, but organizations must also ensure their representatives properly identify their affiliation.

Finally, anti-spam legislation was reintroduced by the federal government in June but some high-profile privacy advocates are pushing for even tougher regulation because they don't think marketers are doing it right.

One major slip-up and the entire marketing community will be tarred with the same brush. Managed effectively, reputable marketers' use of new online technologies can be turned into a business advantage; not managed properly, these new technologies will be our biggest threat.



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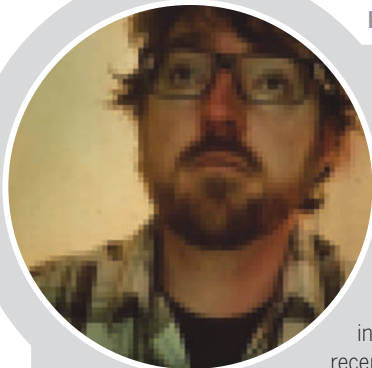
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# **CASSIES**

# NEXT BIG THINGS

## DESIGN

beyond design thinking, to doing...



### Faster thinking and doing

By Mikey Richardson, co-CD/partner, AmoebaCorp

I started out by googling “next big thin in design.” Google was helpful in pointing out that I probably meant “thing.” Thanks. Apparently there’s a design firm in London called Next Big Thing, but for the first time in recent memory, Google was unhelpful so I decided to think for myself. Maybe that’s the next big thing. Ha.

After rolling up my sleeves and putting in serious thinking time, I believe the next big thing is “Proliferation vs. Consideration.” Designers have always had the ability (and need) to switch back and forth between the ideation and execution phases of the creative process. Designers think and make, and this is something that as a group we’ve been trying to stress for some time, to no avail – until recently that is, thanks to the rising celebrity status of “design thinking.”

So Proliferation vs. Consideration is a move towards a streamlined process where those who come up with ideas are also part of the team that executes against them. This is a collaborative team whose ideas can proliferate and go to market rapidly vs. the over-processed, over-staffed methods of consideration (a.k.a. over-thinking). I’m not just talking about communications; I’m talking about the very creation of brands and products.

Our world moves so quickly, to keep up you’ve got to tap into new methods of rapid prototyping and manufacturing, both physical and digital. We’ll need to get used to letting the market decide early, throwing our ideas out to the masses and adjusting them on the fly. We’ll have to stop hemming and hawing and get on with it.

...and doing it all well



### The true hybrid designer

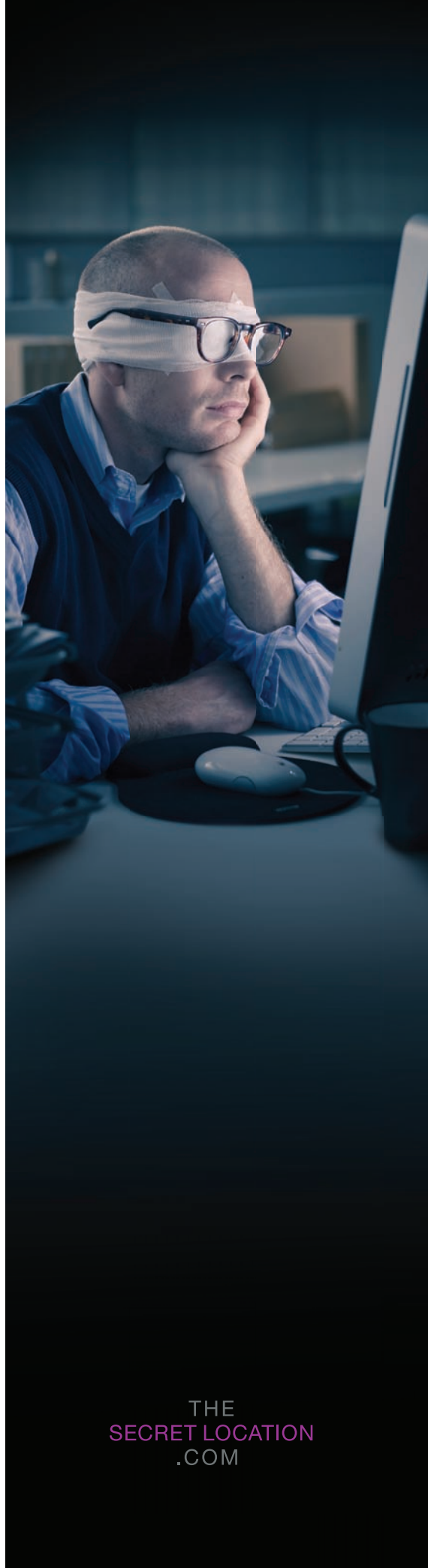
By Dave Watson, CD design, Taxi North America

As with traditional advertising, design has gone through massive change recently. The entire graphic design industry is at a crossroads. One road leads to reinvention and redefining what it means to be a designer, and the other leads to extinction. I recently heard the term “designasaurus” and felt that it hit the nail on the head. These are the designers that pine for the days of handset type and silkscreened posters. But, we really need to wake up, hold hands, and say it out loud:

PRINT IS DEAD. A cliché? Absolutely. A truism? Damn right.

If designers want to remain relevant within the marketing landscape they are going to become much more hybrid in their thinking and abilities. They are going to be asked by their employers, and in turn, their clients, to solve a wider spectrum of business problems. Sure there will be a fairly steep learning curve, but the good news is that the skills that traditional designers have are transferrable to the other forms of design.

From my perspective, this is great news. Coming from a person that gets bored rather easily, it has been great becoming involved in all of my clients’ design needs. From product design to digital design to the entire in-store experience, clients in this country are realizing that their brands are being judged by the consumer at every touch point. Because of this, design and designers will always be needed.



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## THE AGENCY MODEL

another vision of the new  
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### The rise of the AOR

By Jay Bertram, president, TBWA\Canada

Seeing the need to operate at the speed of culture, progressive creative agencies reclaim communications planning as a core offering focusing on brand behaviour across owned, created, earned and paid media. Experiencing the advantages of having one lead partner driving their brand behaviour, enlightened clients may begin to question the role of, and need for, media buying shops as currently configured.

This will redefine the relationships creative agencies will have with independent media companies, resulting in enhanced and more effective communication plans. In the end, they will become closer than ever, forming more effective partnerships.

Further, given the need to deliver 24/7 communications and brand behaviour that responds and reacts to market and consumer activities, clients begin to question the need for multiple communication partners. One-stop brand behaviour agencies re-emerge to lead the next creative explosion. Creative agencies will need to adopt a "jazz ensemble" leadership style versus being "the conductor" of the orchestra. The need for communication plans that react and play off each other will be the tune of the day.

Finally, "shopper marketing" becomes much more important as new competitors enter the Canadian market, putting pressure on under-resourced, under-funded local shops.

or not...



### The fall of the AOR

By Al Scornaiench, president & CEO, Agency59

While there will always be new technology around the corner, there is change in the air that is much more fundamental. The service model is changing.

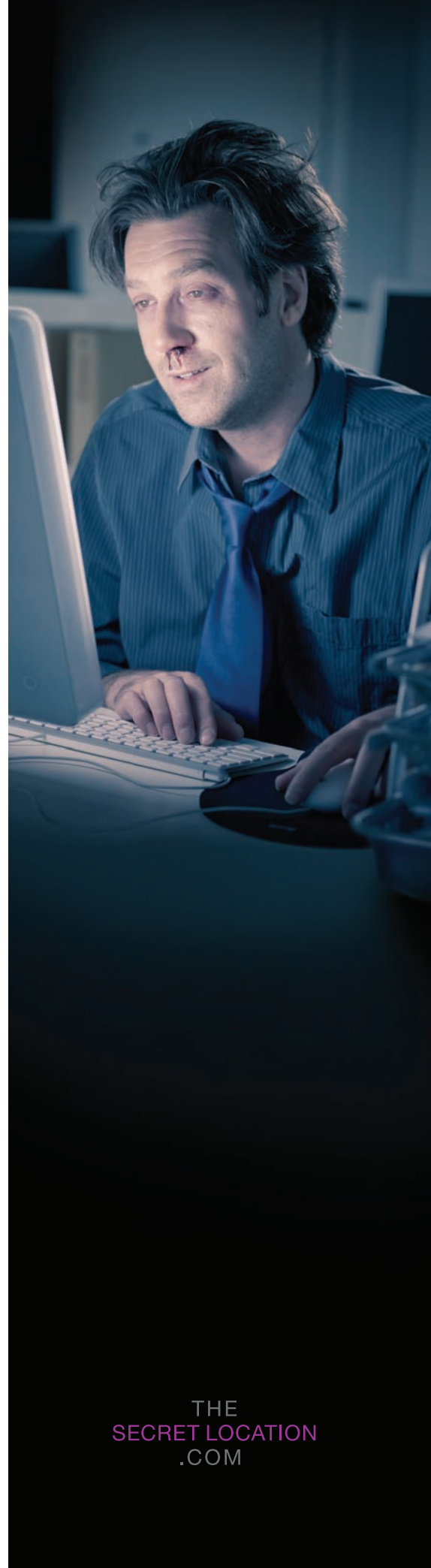
What will diminish in the future is the practice of an "agency of record," where one agency has exclusivity over a client's business. Clients will be matching talent to task much more so than is the case today. This both worries and excites me. You'll be as good as

your last campaign. The communications industry will become more fluid.

Essentially, many clients will have a pool of preferred agency suppliers, delivering a myriad of services on a campaign-by-campaign basis. It exists today, but it's the exception rather than the rule. It will become more common.

Senior marketing people are more transient than ever before. As they move around it will be easier to bring along their favourite agency teams. In effect, the company-to-company bond will weaken, but the individual-to-individual bond will strengthen. Meanwhile, agencies will have a constantly evolving client list, with major assignments rolling in and out. The better you are, the more in-demand you'll be. To thrive, you'll need to be nimble. If you're rigid and mired in process – you're doomed.

Guess we'll all have to get better at "playing nice in the sandbox." (We'll bring the pail.)





For the Next Big Thing issue, our Forum columnists tackle change afoot on the agency front. Sharon MacLeod shares a marketer's POV, and for the agency-side reality check, see Aldo Cundari's tips for survival on the next page

BY SHARON MACLEOD

## MEGA OR A SUITE OF AGENCIES?

### REAL CHANGE

Lunch at Holts Café or rummaging around the office for leftover pizza? Now there's a choice.

But marketers have to make choices that aren't nearly as simple. One of the most important of the tough choices is selecting an agency. Should you go with a mega agency that can provide all of the communications services you might need? Or is it better to select a suite of shops for their specific expertise?

The answer isn't easy or obvious.

The mega agencies claim to have expertise in the full range of communication tools. In this day and age the list of available options is exhaustive. There are any number of combinations of advertising, branded content, in-store, promotions, public relations, media, social media, digital (and more digital), gaming, experiential, direct, packaging and it goes on and on. But can any one agency be the best at everything? I mean, really?

Probably not.



Choosing Holts Café (above) over cold pizza is a no-brainer. Deciding between specialists and generalists is a tougher call.

It all comes down to people, and the best people gravitate to where they can find others who are very passionate about their specialty area. Usually this is in the core strength of the agency. Usually they produce excellent work; after all if they can't deliver exceptionally well, they

aren't going to be around long.

But competitive advantage has a short shelf life and in some cases the mega agencies have deployed their mega resources to build capabilities in specialty shop strongholds. If they focus their resources, they can develop a core adjacent strength. Ogilvy and Ogilvy One in Toronto come to mind. Janet and Nancy have long been at the heart of Dove advertising and they even made beautiful digital films. Now Ogilvy One is a serious player in digital and social media too.

In my experience it comes down to this: agencies always have one core strength. I recently reviewed many new potential agencies and every one of them was excellent at one thing and middle of the pack in everything else. If your business primarily needs one area of expertise, middle of the pack in other areas might be good enough. But for my money, good enough is never good enough.

Cost is bound to be a consideration when choosing agencies. The mega agencies have an obvious cost advantage. After all, everything is under one roof and they can seamlessly integrate activities. As my friend Brent Choi, CCO of Cundari, argues, "While the theory behind the suite of agencies is undeniable, it doesn't account for the teamwork, chemistry and unified vision that occurs when you're under one roof." It just stands to reason that the incidental cost of adding a service to an existing brand should be cheaper than setting up a new relationship. Mega agencies should be cheaper – but it just doesn't work out that way.

Mega agency often means mega

overhead and the additional cost of "running things by" more people. A few years ago I asked two agencies to quote a small project. The 10x quote came from, you guessed it, the mega agency.

Mega agencies can develop excellent knowledge of your business and your brand. When the account team lives the brand every day there is the potential for a powerful synergy. The flip side is that even a mega account person can't be an expert in everything. The best mega agencies make up for this by putting specialized account teams on each function. But wait, wasn't integration going to save me money?

One indisputable advantage of the mega agencies is the ultra-important matter of accountability. Put everything under one roof and the finger pointing is dramatically reduced. Whoever coined the phrase "failure is an orphan but success has many parents" must have been leading a gaggle of agencies.

So I prefer mega agencies, right? Not so much. The mega agency option is easy. They usually have an area of excellence and will be no less than good at everything else. And the finger pointing doesn't land on your desk. But I prefer the suite of agencies for their specialities for two reasons.

First, I need the passion and expertise of people who are truly excellent at what they do. In the competitive world of consumer goods the gap between excellent and good is simply too wide.

Secondly I don't believe in outsourcing the brand team. At Unilever we expect our brand teams to know our business and customers better than anyone. It's our job to make tough investment decisions, select the best ideas and, yes, be fully accountable.

So mark me down for the suite of agencies. More people to take to Holts Café.

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*Sharon MacLeod is the marketing director for Dove, skin and household cleaning at Unilever Canada. She is best known for her expertise in consumer behaviour, her creativity, and as the driving force behind Dove's Campaign for Real Beauty.*





BY ALDO CUNDARI

# THE MEGA SHOP REDEFINED

I wrote an article for *strategy* in January 2009 called "The new agency social order," issuing a change-or-die call to agencies. I'm happy to say that here at Cundari we just completed a three-year transition from the old integrated model to one that we believe is the agency of the future. You're probably postulating, "What an arrogant SOB, thinking he has all the answers."

Well, I don't have all the answers, but I do have the conviction, experience and resolve to anticipate trends and follow my beliefs. In retrospect, if I didn't make the changes, without a doubt, the picture would look a lot different right now – and it would not be a pretty one. The proof is in the results, but before we get to that, let me explain the how and why of the transformation.

The changes were carefully developed from our research on what clients want from their agency and the ever-changing communication landscape that is the reality today. It was clear the changes would not happen overnight. There would have to be a careful assessment of the current staff and their skill set but more importantly, consideration of their appetite for the required change. And, pivotal to success, establishing the timing of when to roll out each of the retooling components.

In a recently published client-agency relationship study of over 200 CMO/marketing executives, I extracted five key findings that best expressed what changes are required to become the agency of the future. I'm referencing them since they closely resemble the findings we based our transformation on over three years ago.

**The people.** Make sure the agency has the best talent available working in a culture that fosters great creative thinking. These individuals have a deep understanding of their business and are driven by the best solutions using traditional and non-traditional tactics.

**Ideas that work.** In 2010 and beyond, clients are buying solutions for their business that are measurable – not awards, reputations or promises.

## Digital expertise is essential.

Combining traditional and non-traditional expertise to drive solutions will guarantee client business objectives. Agencies that invest their own R&D money on insight, educating staff and providing thought leadership in all areas of digital will leapfrog other agencies.

**A new partnership.** Clients now define "partner" as "sharing in risk." Embrace accountability, also known as performance pay, but only for what you control. Being proactive with accountability will provide a greater opportunity to be a true partner.

## Specialize in insight-rich understanding.

You should know the client's business better than they do. This means specializing in the insight-rich understanding of the segment and investing heavily in that understanding.

Given these key findings, what changes transpired and are deemed necessary for survival?

A combination of retraining and retooling of staff throughout the agency. The best talent not only has in-depth knowledge and experience, they also are active within their areas of expertise through a dynamic network that keeps them informed on emerging developments.

Research is not an afterthought. Develop deep proprietary strategic insights into consumer behaviour that

can be acted upon to directly build the clients' brand and business. This requires setting aside investment funding to develop proprietary research and acting on it.

Get rid of the silos once and for all. Not only is this a smart move from a people perspective, encouraging "team" rather than "teams" will also streamline the ability to get to the solution quickly and in turn save precious time and clients' money. This is accomplished through one agency P&L, one rate for all services (not easy to accomplish within current revenue models, but very doable if you retool your model from the ground up), a planning process that starts before any brief is created and fostering a vibrant culture for staff retention.

Redesign operating processes around where decisions are made, not an organization structure. Retool for speed and around the new planning model. Train, train and keep training your staff on the new norms and fundamentals.

Regardless of the shape or size of your agency — monolithic or a single disciplinary support agency — the key is to understand that clients don't care how you're structured. They want your people to have the skill sets needed to seamlessly deliver multi-disciplinary insights that generate solutions and measurable results.

This could be why clients believe that assembling single disciplinary agencies into teams of integrated services deliver the best results. I look at it this way: assembling a bicycle from the best parts available on the market will not guarantee the best ride. The sum of all parts must provide optimal efficiencies while at the same time enhancing performance of other parts. Remember, silos are good for grain, not for agencies.

So there you have it, my learning on becoming the agency of the future — oh, and a word of caution: the devil is in the details.

*Aldo Cundari is chairman and CEO of Toronto-based indie shop Cundari.*

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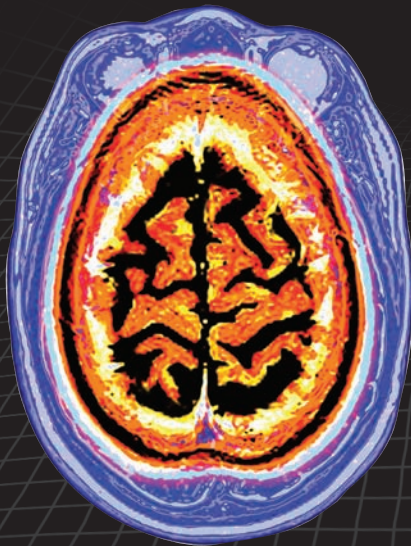
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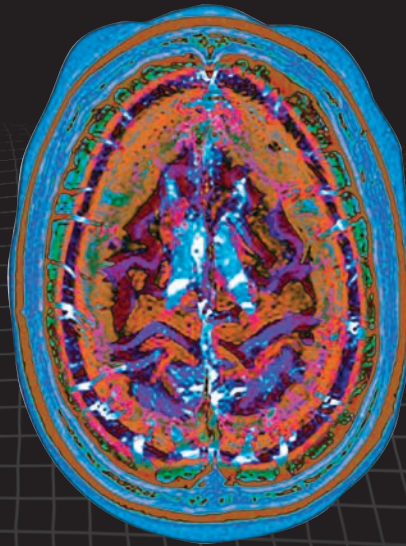
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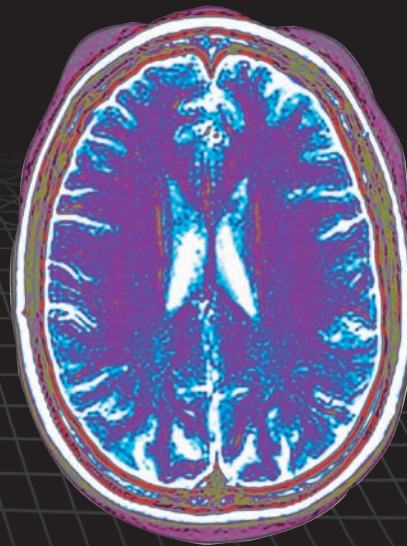
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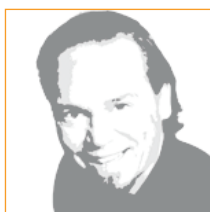
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- \* Social branding means people are the new media
- \* The impact of transmedia planning means even TV's future is interactive and increasingly social...what's next?
- \* Key players in the new mediascape, from P&G to Weiden & Kennedy share global best practices and discuss future opps for brands
- \* Get one-on-one with experts at our Lunch with a Guru sessions
- \* The AToMiC Tech Showcase featuring the realms of 3D, augmented reality and mobile.
- \* What's AToMiC? Don't miss our roundup of the most creative media ideas from around the planet.

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